



Standard Bank Limited

Date of Submission: 24th November 2019



Internship Report on
Human Resource Management Practices Of-
Standard Bank limited

Submitted to: Ms. Shayla Khanam

Assistant Professor of School of Business & Economics

United International University

Submitted By: Laboni Kundu

Id: 111 142 115

Letter of Transmittal

24th November, 2019

To

Ms. Shyla Khanam
Assistant Professor,
School of Business and Economics
United International University, Dhaka, Bangladesh

Subject: Submission of Internship report on HRM practices of Standard Bank Limited

Dear Ma'am,

This is a great pleasure me to submit my Internship Report on HRM practices of Standard Bank Limited. I was appointed to work in the Head Office at Motijheel. I have spent my time; my education, skills and hard work for preparing this Internship Report by the guide of my Supervisors' instructions and fulfilling all the requirements of this course. This has given me the possible outcome in collaboration with academic knowledge and practical field work, which will be very helpful for my future career. I would like to thank you for giving me the opportunity to work on this topic.

I will be very pleased if the report can provide its actual purpose and I am ready to explain anything about the report if needed. Therefore, I pray and hope that you will admire my hard work.

Your kind recommendation will inspire me to do the research in the matter in future.

Sincerely yours,

Laboni Kundu
ID: 111 142 115
UIU Business School, BBA

Acknowledgement

First of all, I am thankful to my Almighty Creator and my parents, without HIS and their blessings, I could not have completed this internship report successfully.

I would like to acknowledge my supervisor Shayla Khanam ma'am (Assistant Professor of UIU) who has given me the opportunity to work on this topic and has guided me to complete this report. Without her effective supervision and guidance, it would have been tiresome work for me to complete this report.

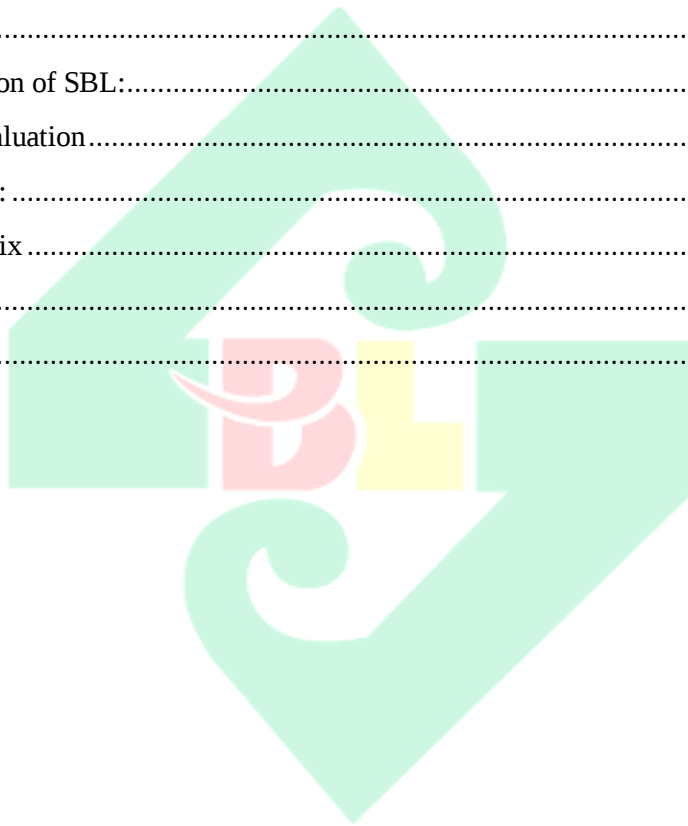
Secondly I am cordially thankful to all the executives of Standard Bank limited for helping me and Co-operating with me to provide the information about the bank and the opportunity to work on this information. After that, I would like to express my gratitude and respect to the VP &Head of HRD(Acting), Mr. Syed Mosnoon Ali for providing his valuable time and also being very kind to me.

Table of Contents

Executive Summary	1
Chapter 1- Introduction.....	2
1.1 Introduction of the Topic	3
1.2 Introduction of the industry and organization	3
1.3 Objectives of the Study	4
1.3.1 Primary objectives:	4
1.3.2 Secondary Objectives:.....	4
1.4 Methodology of the Report	5
1.4.1 Type of data:.....	5
1.4.2 Data Collection Process:	5
1.4.3 Scope of the report:.....	6
1.5 Limitations of the Report	6
Chapter 2-Organizational Background and Industry Perspective	7
2.1 Banking Industry:	8
2.2SBL and its history at a glance	9
2.3 Organization life cycle:.....	9
2.4Vision & Mission of SBL	10
2.5 HR Vision & Mission	10
2.5.1 Corporate Core Value	10
2.5.2 Corporate Slogan	11
2.6Objectives and Aims of Standard Bank Limited	11
2.7 Standard Bank Organogram	12
2.8 Products and Services Offered:	13
Chapter 3– Literature Review	15
3.1 HR Purpose & Role:.....	16
3.2 Function of HRM:.....	16
3.3 Strategic planning, Employee recruitment	16
Models of strategic planning process	17
1. Basic strategic-planning process model	17
2. Issue-based strategic planning model.....	17
3. Alignment strategic model	17

4. Scenario based strategic planning.....	17
5. Organic strategic planning model	18
3.4 Employee Training and Development	18
Step 1 – Assessing Needs for Training & Development of the Organization’s employees.....	19
Step 2 – Defining Objective/s of the Training	19
Step 3 –Designing Training-Program.....	19
Step 4 – Adopting Adults’ Training Principles	19
Step 5 –Developing Program for the Training.....	19
Step 6 – Implementing Program of the training.....	19
Step 7 – Evaluate Training Programs.	19
3.5 Performance management	19
3.6 Change management:.....	22
Stage 1: Unfreezing	22
Stage 2: Change.....	22
Stage 3: Freezing (or Refreezing).....	22
Chapter 4-Finding of the study	23
(Strategic HR Planning& Recruitment Process of SBL)	23
4.1.1Strategic Human Resource Planning:	24
4.1.2 Strategic Planning Model:	25
4.1.3Existing methods of Strategic HR Planning of Standard Bank Limited:	26
4.1.4 Recruitment process:.....	27
Training and Development at SBL.....	28
4.2.1 Infrastructure for Training and Development:.....	29
4.2.2 SBL Existing methods of Training & Development.....	29
4.2.3 SBL Training Process:	30
4.2.4 SBLTraining Program Evaluation	31
4.2.5Development Process of Standard Bank Limited	32
Performance Appraisal of SBL	33
4.3.1 Performance appraisal of SBL:.....	34
4.3.2 Performance appraisal method:	36
4.3.2.1Graphics rating scale:.....	36
4.3.2.2Ranking Method:	37

4.3.2.3 360 degree method:.....	37
4.3.2.4 Management by objective (MBO):	37
4.3.3 SBL Performance Appraisal Reward/punishment:	38
4.3.3.1 Punishment:	38
4.3.3.2 Rewards:.....	38
SBL HR Change management process.....	39
4.4 Change process of SBL:.....	40
Chapter 5- Conclusions &Recommendation.....	41
5.1 Conclusion:	42
5.2 Recommendation of SBL:.....	43
Chapter 6- Self-evaluation.....	44
6.1 Self Evaluation:	45
Chapter 7- Appendix	46
Bibliography:	47
Questionnaires:.....	48



Executive Summary

This Report is the reflection of my learning and experiences which have been taught at class blended with the internship experiences at the bank under HR department along with some other departments like Credit Administrative Division (CAD), general banking, customer relationships etc. provided me the much information regarding this report.

The core objective of report is to know and outline the HRM practices of Standard Bank Limited. It shows the real scenario of HR Planning and Recruitment Process, Training and Development process, Performance appraisal process, and Change management process along with the detailed background of Standard Bank Limited.

Although the HRM practices of Standard Bank limited are satisfactorily formulated and implemented, there are such improvement areas such as providing training on integrity, ethical & moral values, creating more scope for job rotation for the employees, providing scope for operational or lower level employees to raise their voices during change management process and the feedback should analyzed and acted on.



Chapter 1- Introduction

1.1 Introduction of the Topic

What we are taught in our student life in BBA course may not be sufficient for managing real life business problems. It will not create any value that if we cannot combine gained knowledge from the University with the actual work experience. Therefore, it is an important opportunity for the students that we can make it easy by internship program. We can understand the real business perspective and learn from it. Internship program are blended with theoretical or academic and real life understanding. Bachelor of Business Administration (BBA) is an undergraduate course. By completing BBA program we understood the academic background of a practical business circumstances in a close way. These understandings are applied and verified at the particular organization to enrich the practical knowledge and gather experiences. After completing the internship, I prepared a report on the knowledge and experiences I have gathered during my internship.

This internship report is on **“HRM practices of Standard Bank”**. The report will outline the HR Policies and Practices of Standard Bank such as HR Planning Process, Training and Development process, Performance appraisal process, and Change management process along with the detailed background of Standard Bank.

1.2 Introduction of the industry and organization

Banking industry works as hub where the economy of a country connects with people around the world. By the process of dealing with the clients, Banks normally preserve clients information which are more sensitive and commercial banks preserve often more precious things like cash that is the different type of retail operations. Therefore, maintaining the confidentiality, loyalty, trustworthiness and morality of bank employees, from trainee officer to manager are vital to the banking industry, otherwise the clients will suffer and legal problems and reputational risk will arise. The scenario has been making HR's role more crucial and critical success factor in the banking sector.

Standard Bank Ltd. is known as a bank of third generation in Bangladesh. It provides commercial banking services and playing an important role to develop the business sector through corporate banking and retail banking. The growth has been consistently good over the

years. It has implemented online banking systems many years ago that make it easier to render real-time services to the customer. The bank deals with corporate banking, trade finance, project finance, retail banking, SME finance, consumer finance, and syndication. Additionally, cash management services, payments and clearings, safe deposit locker services, employee benefits, collection services, treasury services, asset management, services and SWIFT for foreign trade are offered by SBL (Standard Bank Limited).

1.3 Objectives of the Study

The detailed objectives of the report have been categorized in two parts as follows:

1.3.1 Primary objectives:

Primary objective of the report is to fulfill the requirement of Internship program. As my major course is Human Resource Management, I pursued to get the reflection of academic learning in real life through analyzing the "HR practices of Standard Bank" as well as it will help to make complete the internship report.

1.3.2 Secondary Objectives:

- ❖ To understand and analyze the overall HR activities of Standard Bank Limited.
- ❖ To identify the activities related to Training & Development of Employees at Standard Bank Limited.
- ❖ To understand the performance of the employee of Standard Bank
- ❖ To recognize the Change Management of Standard Bank.
- ❖ To relate the theoretical learning with the real life situation.

1.4 Methodology of the Report

Methodology is the way we follow to execute or fulfill the job correctly. Through the analysis of the data and information of the Bank and research of the annual reports the internship report has been prepared. The methodology is detailed below:

1.4.1 Type of data:

In order to prepare this report, a systematic procedure has been executed from topic selection to the preparation of final report. At first, sources of data were identified, the data and information was collected, filtered and analyzed and presented in a report format. Primary and secondary sources were used for collecting data.

Primary sources are-

- ❖ Practical desk work at SBL.
- ❖ Face to face conversations with the officers by questioning them.
- ❖ Sharing practical knowledge of officials
- ❖ Relevant file study provided by concerned officers.
- ❖ Personal observation

Secondary sources are-

- ❖ Annual reports of SBL.
- ❖ Website of SBL
- ❖ Relevant Books.
- ❖ Prior research report.
- ❖ Online Articles.
- ❖ Other Publications. Etc.

1.4.2 Data Collection Process:

The data and information were collected through my working experiences at the branch and by questioning the executive officers of the SBL. By questioning thoroughly, I had the chances to

get to come across many kind of information; all could not be shared because of the confidentiality.

1.4.3 Scope of the report:

This report covers the aspects of the HR practices of the Standard Bank Limited. This comprehensive report reveals a realistic view of Standard Bank Limited. Finally, the report will state some assessment of the bank and the recommendation for improvement.

1.5 Limitations of the Report

This report might be limited with some constraints. Details of many aspects of Standard Bank Limited may have been not detailed or excluded due to various constraint, restraint, copyright, time and space. One of the main barriers in writing this report was the source and validation of data. Moreover, the following limitations have affected the report although I have given my maximum effort:

- ✓ Insufficient data, data confidentiality and copyright.
- ✓ The bankers are extremely busy with their job; as a result, enough communication and discussion were not possible.
- ✓ Unavailability of reference books.
- ✓ To learn the entire task within just 90 days is relatively tough.

However, overcoming the limitations, the report will outline the functions of HR practice of the bank clearly.

Chapter 2-Organizational Background and Industry Perspective



2.1 Banking Industry:

In a development country like us, banks have a vital role in the economy. Banks actively participate to help the country's developments by investment, giving loan for the poor people, giving loan for the entrepreneur, giving loan for the person to whom who is willing to start his first business or expand the existing one, and to the country's government. Banks serve the social and national interest of the country.

Banking industry is connecting the investors and the client of the fund. Investors can lend their excess fund to the entrepreneurs so that the entrepreneurs can start his business with the innovativeness and can expand his business. By doing this it affects economically and financially to the investors and the entrepreneurs. As a result the lenders and the investors both are equally benefited as investors can invest their excess fund and can get interest on the invested money. Therefore, the bank plays a role where they are trusted intermediaries for the lenders and investors that they can communicate with them without any tension.

The banking industry is a regulated Industry that stabilizes the economic environment of nations around the world and money matters of the people. Banks take the sensitive fund, personal information about their clients and more valuable things like cash. Hence, Bank employees, from executives to tellers, must have a higher level of integrity, ethical and moral values than the employees in most other industries; which also make the role of HR in banking much more important.

2.2 SBL and its history at a glance

Name	Standard Bank Limited
Incorporation	11 May, 1999.
Commercial Operations	03 June, 1999
Slogan of the company	Setting a new standard in Banking
Type of Company	Commercial Bank
Main Business	Providing Term loans to Small Scale Enterprises
Paid up capital	8710 Million TK
Total Assets	197148 Million TK
Investments	2588 Cr.
Equity	14,816 Million TK
No. of Employees	2389 employee
Total No. of Branches	134
ATM booth	34
Ownership	Private Limited Company
Years in Business	17

2.3 Organization life cycle:

As per the assessment of the employees, Standard Bank Limited is at growth stage of its life cycle.

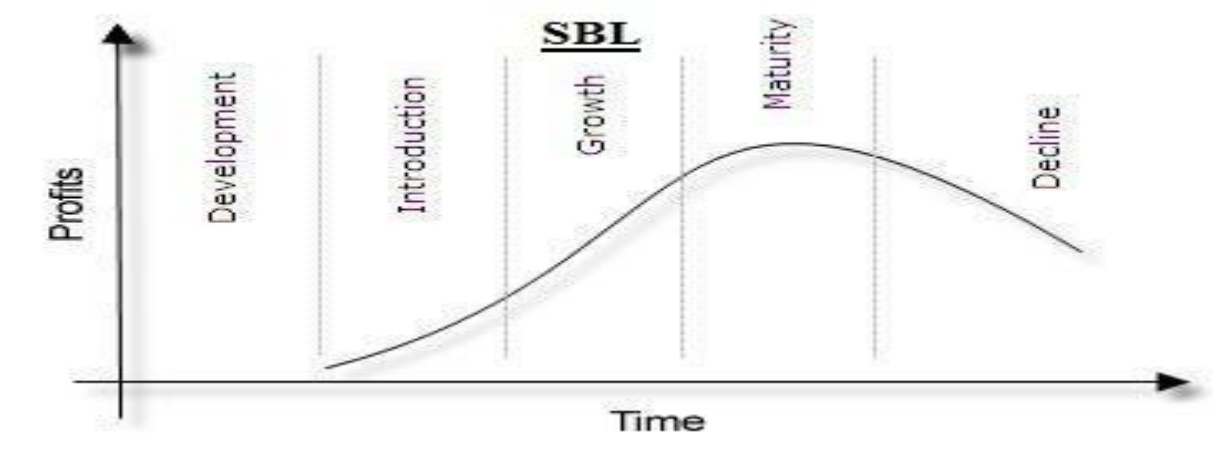


Fig2.1 Organization life Cycle of SBL

2.4 Vision & Mission of SBL

Vision: To be a modern Bank having the object of building a sound national economy and to contribute significantly to the Public Exchequer.

Mission: To be the best private commercial bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability.

2.5 HR Vision & Mission

Vision: By giving reward, recognition and retention to the employees it will be the enlargement of the organization.

Mission: By inspiring, developing and retaining the right people to the organization it will achieve the qualitative productivity from the employees.

2.5.1 Corporate Core Value

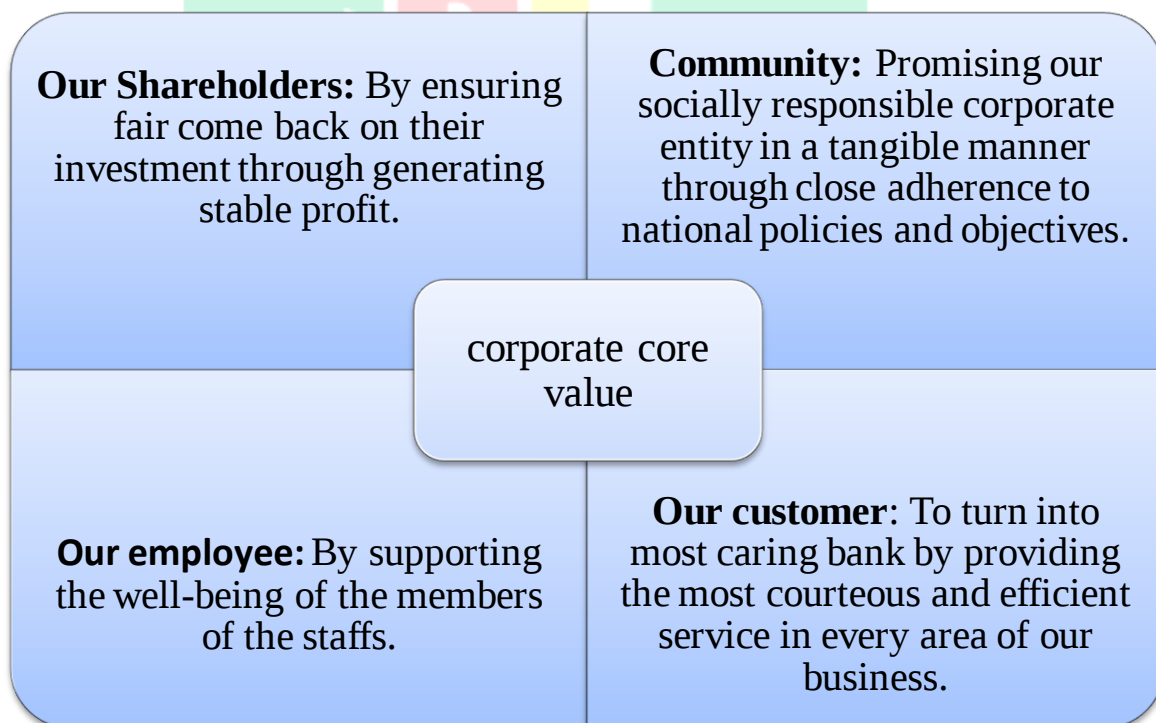


Fig2.2 corporate core value of SBL

2.5.2 Corporate Slogan

Standard Bank Limited tries to serve the best quality to their customer in different ways. Their slogan is:



2.6 Objectives and Aims of Standard Bank Limited

The main objective of the bank is the dynamic development of the bank and achievement of a qualitatively new level of the standards on the banking supervision. The development strategy of the bank is stands on mechanism, which works on together to make sure of the financial and economic situation of the bank and preservation of the credibility with its customer.

- ❖ A commander or leader for the mart who will guide the mart and help to innovate the new products and services for bank.
- ❖ To bring new technology in the banking sector that is in main condition to the banking sector.
- ❖ To be the highest tax payer.
- ❖ Bring attitude which is positive towards economic value addition (EVA) each year to come.
- ❖ To the first lint in the cost competency sector of the all the banks of the country.
- ❖ To be the best banks of the country for the Bangladeshi economy that what they serve that is focusing on the others.

2.7 Standard Bank Organogram



Like other Bank Standard Bank also follow chain of command, which start from boards of directors. Boards of directors consist of managing director and CEO, Executive committee, Audit committee and audit committee. Boards of director are the top level employees who make all the decision for the betterment of the company and lower level people follow all the decisions. In the mid level Boards and share division, human resource management division, System and operation division, international division, training institute and so on. Lower level employees are from credit division, SME banking, Card division and different other division

2.8 Products and Services Offered:

Asset Products

General Corporate Finance

Short Term Finance

CC (Hypo)
Time Loan
SOD (Gen)
SOD (FO)

Long Term Finance

Term Loan
Lease Finance (Machineries, Vehicles)
Hire Purchase

Work Order Finance

Bid Bond
BG/PG
APG
SOD(EM)
SOD(WO)

Housing/Real Estate Finance

House Building Loan(Commercial)
House Building Loan(Residential)

Foreign Trade Finance

Export Finance

BTB L/C
EDF Loan
Packaging Credit
SOD (Export)
LDBP & FDBP

Import Finance

Import L/C (Sight/Deferred/UPAS)
LTR

Syndication, Consortium, Club & Structured Finance

CC(H)
L/C[Local-sight/deferred]
L/C [Foreign-sight/deferred]
L/C (UPAS)
LTR
Term Loan
Lease Finance
Hire Purchase

Industrial Project Finance

Project Implementation Finance

L/C (Sight/deferred)
LTR
Term Loan
Lease Finance

Working Capital Finance

CC (H)
L/C (Local/Foreign)
LTR

Islami Banking Investment Products

Bai- Murabaha
Bai- Muajjal
Bai- Salam
Hire Purchase under ShirkatulMelk
Quard against MTDR

Small & Medium Enterprise (SME) Financing

FI 10 Taka Account Loan

Agriculture Credit

Green Banking Products

Social and Environmental Infrastructure Finance

LIABILITY PRODUCTS

CONVENTIONAL BANKING

- Savings Deposit
- Current Deposit
- Short Notice Deposit (SND)
- Fixed Term Deposit
- **SBL Savings Deposit Products:**
 - i. SBL Bondhon Savings
 - ii. SBL Savings Premium
 - iii. SBL Savings Premium Plus
 - iv. SBL Super Savers Savings
 - v. SBL Women Savings
 - vi. SBL Classic Savings
 - vii. SBL Golden Age Savings
- **SBL Scheme Deposit Products:**
 - i. SBL DPS (Sarbojonin)
 - ii. SBL DPS (Projonmo)
 - iii. SBL DPS (Ghoroni)
 - iv. SBL Lakhopati Plus
 - v. SBL Millionaire Plus
 - vi. SBL Kotipoti Plus
 - vii. SBL DPS (Bondhon)
 - viii. SBL Monthly Income PROTTASHA
 - ix. SBL Monthly Income SHRODDHA
 - x. SBL DIGUN SHOMRIDDHI
- School Banking
- SBL -Garments Workers -SHOFOL
- SBL-Leather & Footwear SHEBA
- SBL-10 Taka Account
- NFCD Accounts
- RFCD Accounts
- Private Foreign Currency Account
- Convertible Taka Account
- Non-Convertible Taka Account
- Non Resident Block Account
- Exporter FC Deposit
- SBL Off Shore Banking

ISLAMIC BANKING

- Al-Wadiah Current Account
- Mudaraba Savings Account (MSA)
- Mudaraba Special Notice Deposit Account (MSND)
- Mudaraba Term Deposit Receipt Account (MTDR)
- Mudaraba Monthly Savings Scheme (MMSS)
- Mudaraba Regular Income Program (MRIP)
- Mudaraba Hajj Savings Scheme (MHSS)
- NFCD Accounts
- RFCD Accounts

TECHNOLOGY PRODUCTS

- Internet Banking
- SMS Banking
- DigiBanking
- Spotcash
- ATM Banking
- POS Banking
- "SBL Express" Booth
- NPS Connectivity

CARD PRODUCTS

- Visa Credit Card
 - i. Visa Platinum
 - ii. Visa Gold
 - iii. Zero Pay (EMI)
 - iv. Credit Shield Premium
 - v. Balance Transfer
 - vi. 2FA
- Visa Prepaid Card
 - i. Visa Travel Card
 - ii. Visa Hajj Card
- Debit Card

OTHER PRODUCTS

- Agent Banking SBL

Chapter 3– Literature Review



3.1 HR Purpose & Role:

In simple terms, an organization HRM strategy should maximize return on investment in the organization. HRM helps an organization to manage employees as if they can increase their productivity. HRM can replace employees to resources. Through proper HR practices organization can get right person in the right place of the right position. HRM helps an organization to achieve organizational goal.

3.2 Function of HRM:

HR Managers perform some activities which are aligned to achieve the aims and purposes of the organization as a whole. Following are the two types of functions which are mainly executed by the HR Managers:

- **Managerial Function:** This includes the activities which are carried out to fulfil the managerial role.
- **Operative Function:** Operative function is specialized activity to carry out the operations of the whole HR department.

Management Function	Operation Function
Planning	Recruitment and Selection
Organizing	Training and Development
Staffing	Industrial Relation
Controlling	Performance Appraisal
Leading	Organizational Development

3.3 Strategic planning, Employee recruitment

Strategic planning

Strategic plan helps to identify what an organization aspires to have and outline the necessary steps required to succeed.

Strategic planning follows some steps as below -

- ❖ Analyzing the current state/situation/condition
- ❖ Defining the future state
- ❖ Determining the objectives and strategies
- ❖ Implementation and evaluation

Models of strategic planning process

There are 5 models which can be applied for strategic planning of an organization. These models are different from each other; an entity selects the model best suited to the nature and aim of that entity.

1. Basic strategic-planning process model

This model is mostly suitable for an entity with no previous experience of project, small-scaled or busy entity. Steps of this model are as follows:

- ❖ Identifying the purpose/aim/objective.
- ❖ Formulating some specific approaches & strategies
- ❖ Identifying plans of actions to achieve the specific strategy
- ❖ Monitoring & updating the plan

2. Issue-based strategic planning model

Basic plan model has been enhanced to the issue-based model, and followed by the organizations which want to further analyze the strategic planning; steps of which are as follows:

- ❖ Analyzing SWOT
- ❖ Identifying major aspects and goals by the stakeholders
- ❖ Reviewing mission, vision & values of the organization
- ❖ Developing action plans (yearly where possible)
- ❖ Establishing budget
- ❖ Executing and monitoring.

3. Alignment strategic model

This model is aimed to ensure alignment among mission of the company & its resources. This model is suitable for the businesses which aspire to learn about the reasons for not achieving the expected result and/or redefining/fine-tuning the objectives.

- ❖ Outlining mission, resources & actions
- ❖ Identifying what is working/suited and what requires changes
- ❖ Determining how the changes will take effect
- ❖ Accommodating the changes to strategic planning model

4. Scenario based strategic planning

It is mostly used with other models to confirm that the strategic planning and thinking is accommodated into the process.

- ❖ Stakeholders forecasts different/variable scenarios that could happen and will influence the organization
- ❖ Three possibilities: worst, best & reasonable case are discussed for each scenario

- ❖ Brainstorm organizational responses to each case in the best possible way
- ❖ Accommodating these into the strategic plan

5. Organic strategic planning model

This model is different from all of the above-mentioned methods. It is more natural method, which follows a more linear & structured approach.

It emphasizes relentless focus on shared values, communication with consistency & discussion among different stakeholders. This model includes:

- ❖ Clarifying cultural values of the company
- ❖ Articulating vision of the company
- ❖ Discussion on which processes are required to achieve the vision
- ❖ Establishing a culture which reminds that strategic planning is never-ending process and always updated.
- ❖ Focusing on learning and reflection.

Recruitment & Selection:

Recruitment refers to the process by which an entity ask/looks for applicants/applications and attracts potential employees whereas selection is the process of identifying applicants through checking and verifying knowledge & skills, capabilities and other characteristics which will help to achieve organizational goals.

The main aim of these processes is to employ minimum number of and highest possible quality of employees at minimal cost, to fulfill the human resource requirements of the organization.

It has been apparent that entity which seeks to fill the vacancies as quick as possible or which is reluctant to follow recruitment process like analyzing the job, is by far, less considerate in applicants' quality and quantity. Whereas entity which gives effort to follow recruitment process, turns on more search modes than entity who does not.

3.4 Employee Training and Development

Training is not just a way of equipping the employees with the required skills to perform the jobs; training is also often considered as the embodiment of the employer's commitment to the employees. Investing in training initiatives implementing the development schemes are being seen as most vital elements of HR management and there is a positive correlation between investing on training and employees' commitment. Main steps of training and development process are as follows:

Step 1 – Assessing Needs for Training & Development of the Organization’s employees

Step 2 – Defining Objective/s of the Training

Step 3 –Designing Training-Program

Step 4 – Adopting Adults’ Training Principles

Step 5 –Developing Program for the Training

Step 6 – Implementing Program of the training

Step 7 – Evaluate Training Programs.

3.5 Performance management

Performance management is focused individuals’ performance and their development to ensure that activities performed by the employees and outcomes are aligned with the goals of entity by emphasizing on future performance through planning & improvement rather on just performance appraisal. Different types of performance management methods; both past oriented and future oriented are as follows:

Past Oriented Methods:

Graphics Rating Scales:

For measuring job related performance organization uses some rating scale which consists of dependability, initiative, output, attitude, attendance and so on. Every scale has some range from excellent to poor. What score they found through numerical score observation they compare it with the standard. After that they find the result.

Advantage- This method are very easy to use, cost is low, Adaptable, Almost every type of job can evaluated, large number of employee can cover through the process, Formal training is not required.

Disadvantage- Little biasness happen.

Checklist:

In the checklist method employee need to face Yes or No based questions. For this method some check list of statement are prepared. Rater only does the reporting or checking, and HR department do the actual evaluation.

Advantage- Have some standardization, Limited training required, Economy, Ease of administration.

Disadvantage- HR can use improper weight, Raters biases

Forced distribution method:

In force distribution method supervisor evaluate employee on certain factor, which is predetermined. Supervisor chooses which the true and false statement and then set into 3 categories poor, good, excellent.

Advantage- Absence of personal biases because of forced choice

Disadvantage- Statement maybe wrongly framed.

Critical Incidents method:

It's a technique of performance appraisal of the employees. CIM IS used to collect data using a set of procedures. Here observe employee behavior, skill used, incident that needed in the job. It's also see employee mental ability for making any decision.

Advantage - Evaluations are based on actual job behaviors, rating are supported by description.

Disadvantage – Forgetting some event, Give priority to the negative event.

Field Review Method:

Someone outside the supervisor's own department usually someone from the HR department interviews the line supervisor to evaluate their respective subordinates. He asked some specific questions which are prepared in advance to the supervisor about the subordinate's performance. Answer are noted and approved by the supervisor.

Advantage- Useful for managerial level

Disadvantage- Observation of actual behavior is not possible because outsiders are not familiar with company environment.

Performance Test & Observation:

Employee performance measure here through written or actual presentation on some real life situation topics. This test is based on skill or knowledge of individual employees.

Advantage – Tests may be apt to measure potential more than actual performance.

Disadvantages – Tests may suffer if costs of test development or administration are high.

Paired Comparison Methods:

In this Paired Comparison Methods each employee is rated with another employee in the form of pairs by working together. The numbers of comparison happen by their skill and working capacity.

Future Oriented Methods

Management By Objectives

Management By Objective shortly known as MBO. MBO process goes as under.

- I. Establish goals and desired outcomes for each subordinate
- II. Setting performance standards
- III. Comparison of actual goals with goals attained by the employee
- IV. Establish new goals and new strategies for goals not achieved in previous year.

Advantage – For managerial positions MBO is very useful.

Disadvantages – it is not applicable to all jobs. Like Merit pay, Short-term goals and long-term goals etc.

360-Degree Feedback:

It is one of the most popular methods of performance appraisal. Here most popular think is every people are connected with each other. Higher level and lower level employee can connected each other. Here all people are connected each other. 360 degree feedback collected from subordinates, colleagues and supervisor as well as self evaluation. The goal of the 360 degree method is to better understand how the employee functioning as part of the team and to improve the ways team members works together.

Managers and Leaders within the organization use 360 methods to know better about the strength and weakness of the organization. The feedback forms include different type of question for their rating scale also gives written comment. It's automatically tabulates all the result of individual employee and presents them in a format that helps the feedback recipient create a development plan.

Advantages- Improve credibility of performance appraisal, the mix idea can give more accurate assessment, Quality of information.

Disadvantages – Time consuming, Complex to run, Conflicting opinion.

Cost Accounting Method:

This method evaluates an employee performance in relation to be contribution of an employee in monetary terms. Performance of employee based on the established relation between what cast bear for employee and what benefit get from the employee.

Advantage- Useful to make investment decision on employee

Disadvantage- Difficult to establish profit contribution

Behaviorally Anchored Rating Scales:

Behavioral rating scale has a point where have some effective and ineffective point and through which the behavior are majored. So their name is called to be behaviorally anchored. The rater is supposed to say, which behavior details the employee's performance according to their behavior.

Advantages – Helps overcome rating errors.

Disadvantages – Suffers from distortions inherent in most rating techniques.

3.6 Change management:

Change process by kurt lewin:

Stage 1: Unfreezing

Unfreeze is the 1st stage. In this situation changes are happen. Everything is uncivilized. Organizations do work flexibly. Here all employee can help in decision making which is write to do and which is need to do on that particular situation. Make employee change ready for the future. Use popular personality for motivate employee if the employee is not change ready. Try to find out the factor which need the change most and how change can applicable.

Stage 2: Change

Kurt Lewin was aware that change is not an event, but rather a process. He called that process a transition.

In this unfrozen situation the changes are happen. Previously in unfroze situation what factors are found for change see the factors are all are change ready or not? After that if any is not change ready take time for changing and make employee change ready. Communicate more with employee about the changes and try to know their idea about change, which will motivate employee for changing situation.

Stage 3: Freezing (or Refreezing)

Kurt Lewin refers to this stage as freezing although a lot of people refer to it as 'refreezing'. Here changes are already established. Now it's time to every unfreezing things do freeze again. Here all rules and regulation are established and after that they see is that having any bad effect or not. If they have any bad think notice then they do little change and freeze. Also organization anchors the change into culture. They develop ways to sustain the change. Provide so much support and training which employee needed. And after all the things they need to celebrate the change for successfully done.



Chapter 4-Finding of the study

(Strategic HR Planning &
Recruitment Process of SBL)

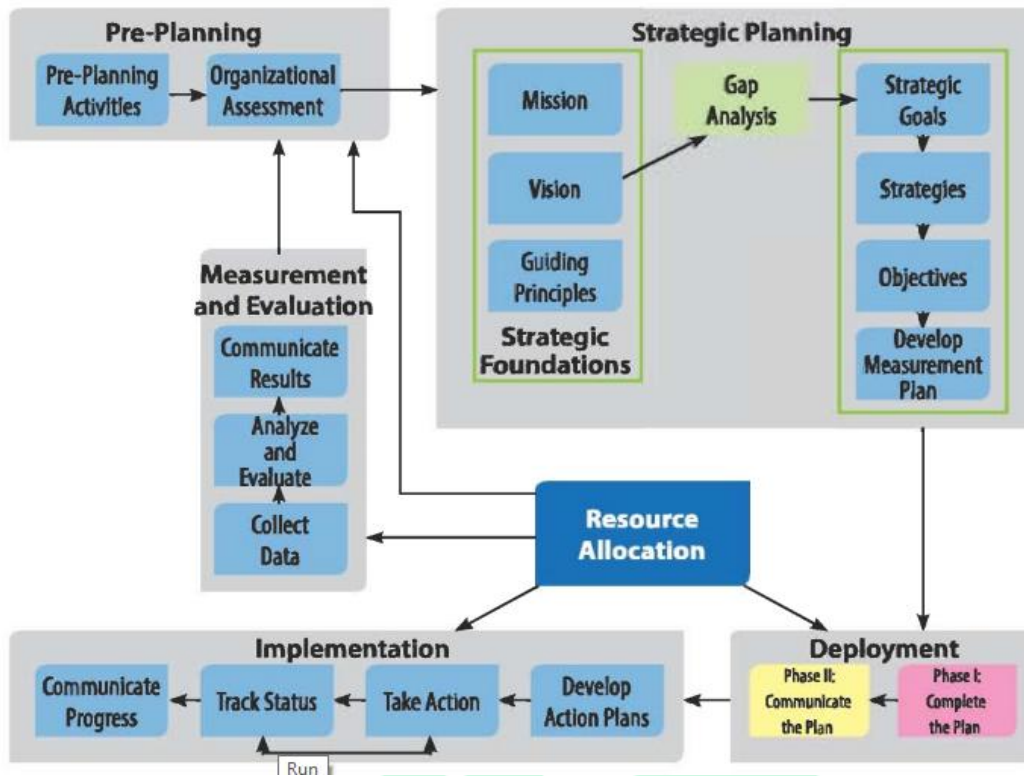
4.1.1 Strategic Human Resource Planning:

Strategic human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization.



Strategic Planning is very important for any kind of decision making, without planning not even simple work can't be done perfectly. Because through planning organization can know the objective and try to achieve the objective through their current situation then forecasting the demand, estimate gap, implement planning and monitoring controlling. So for bank where so many people's money transaction is happened so many responsibilities are there so planning of HR is so much important. Planning is the first condition of doing anything. Human resource department who has the responsibilities of other so many departments, they need to do their work so protectively that other can understand that and work accordingly on that.

4.1.2 Strategic Planning Model:



Strategic planning management is a system approach which helps the organization to improve to completing the goal toward the vision. For fulfill the vision they go through some steps like preplanning, Gap analysis, Resource allocation also Development. Gap analysis is one of the most important factor, through this they can major the performance and know what decision they should make.

These models show the five processes of strategic management those are pre-planning, strategic planning, development, implementation and measurement and lastly evaluation all the process.

4.1.3 Existing methods of Strategic HR Planning of Standard Bank Limited:

- ❖ SBL has well defined succession plan for its employee, some form of job will arise in future due to attrition or people retiring from the job vacancy arising in the future due to people retiring from the job
- ❖ Standard Bank serves as contingency planning and motivation factors for key employees. Because key employees from whom they can get idea about new work pattern by this bank can improve them.
- ❖ In order to gain employee trust, improve their commitment and motivation, SBL HR provides opportunities for them to develop their skills and training. These help employees to be motivated and work efficiently.
- ❖ Human workforce is required, hired, aligned, educated, developed, managed and inspired to implement the company strategy and achieve the best results. To activate these success factors, are now the roles of the company's HR professionals.

4.1.4 Recruitment process:

SBL has huge number of employees all around the country. Based on jobs they select different types of employees. SBL employees are categorized into three types. They are:

1. Permanent
2. Temporary
3. Project based Recruitment and Selection team

There are two kinds of candidate sources that SBL uses for recruitment. 1. Internal Source

2. External Source

Internal Source:

SBL sometime choose some internal source for recruiting if they have deserving employee for that particular position. Normally for mid level employee they are using this internal source for recruitment. Through interview they choose employee. Promotions and transfer are typically decided by responsible department with involvement by HR department.

External source:

SBL HR believes in innovative and inspiration so they hire external source also. So external source they give speculation, after that give written test, interview secession and lastly choose the employee for that.

Training and Development at SBL



4.2.1 Infrastructure for Training and Development:

Training and development is a part of HR work. Standard Bank trains their employees accordingly to their need. There are some fixed training sessions where employee must attend. Training is given for better knowledge gathering and modern technology adaptation.

Standard bank which was established as public limited company started its function on 3 June, 1999. In the beginning, there was no department of training and development. However, after few years, Standard Bank introduced training institute on 16 Marches, 2005 at its Head office, Metropolitan Chamber Building, 122-124, Motijheel C/A, and Dhaka-1000. Later, the venue of the Institute was transferred at 28, Bengal Center (7th floor), Topkhana Road, Dhaka -1000. Presently, training institute has been relocated at 125/A, Islam chamber, Level-12, Motijheel, Dhaka, Feb 6, 2016.

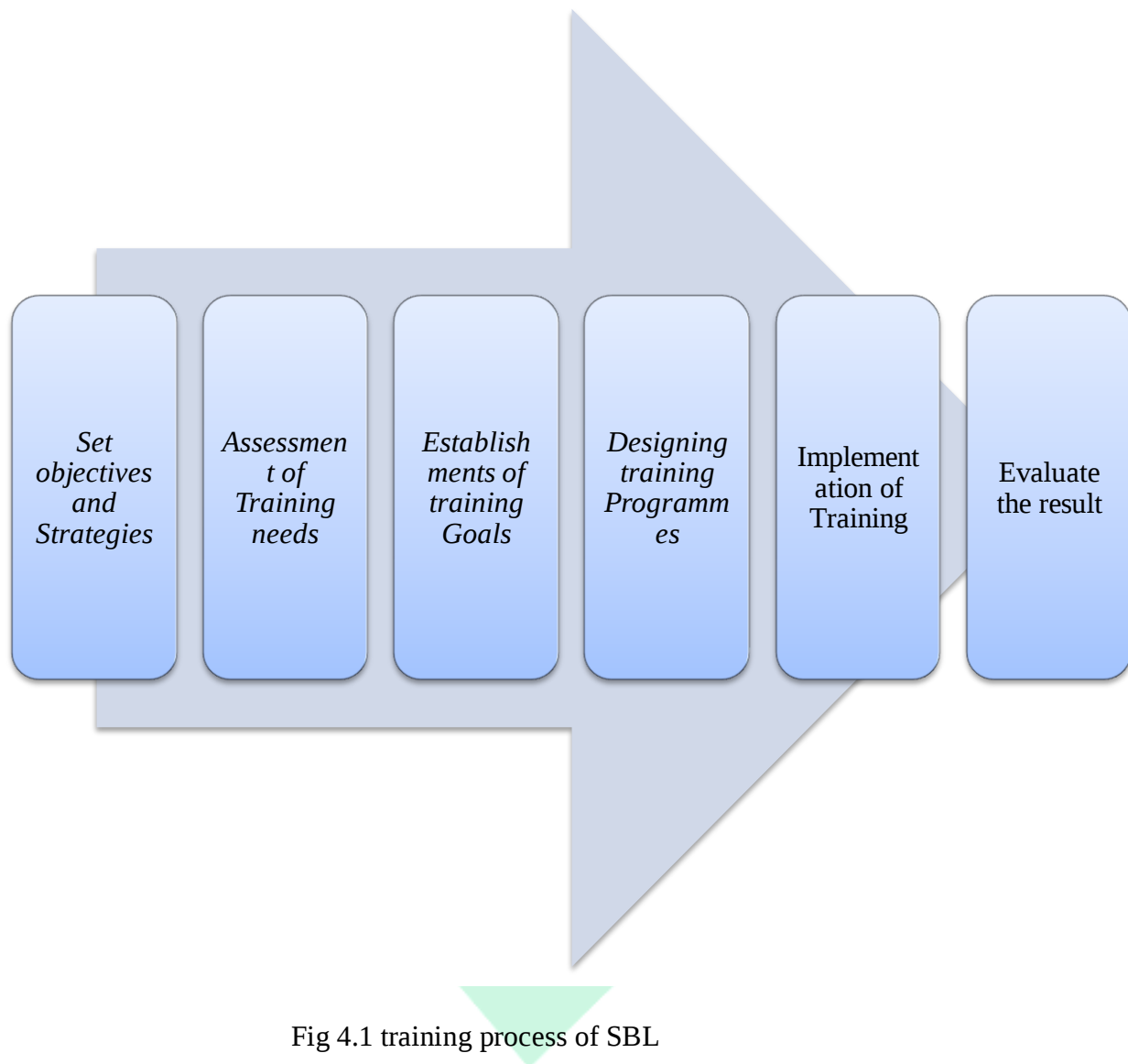
4.2.2 SBL Existing methods of Training & Development

Training and development programs are arranged by the SBL human resource department. SBL training are normally arranged when employees need to develop their skill, knowledge also work efficiency. Training is referred by employee according to their job position, their need skill. SBL HR referred the employees who need the training. Reoffered employee should attain the training for their betterment.

Basic policy in administering and implementing any type of training or development activity is in accordance with the strategic business objectives of SBL. They follow both training method, on the job training and off the training. The mainly three type of training method SBL follow those Ares-

- ❖ Hire the instructor from the outsider; they will give the training to their employees. It could be on the job training in maximum time.
- ❖ In house straining that means who are taking training from outsides they are going to give training the new employee.
- ❖ CEO wills emphasis the leadership training and higher level position training because all decision are came from higher level so they need to be more skillful.

4.2.3 SBL Training Process:



Standard Bank follows this training process for improvement their employee. Before training HR set objectives and strategies through which they can identify the objective where training is needed. Then asses where need the training program after that establish training goal, design training program, and then implement the training program. Lastly evaluate the result either its positive or negative. If it's negative they try to find out the reason. And If positive the work activity will better.

4.2.4 SBL Training Program Evaluation

At the end of each training session the participants are encouraged to evaluate the training itself in SBL. Formulary sheet is providing the employees for providing their feedback as a trainee, how much he can improve himself/herself. It is done by the organization that is training work on employee's betterment or not. With the feedback SBL tries to remake or restructure the training program and give them training for their betterment.

After the completion of the entire training program it is evaluated to determine if it was successful and met training objectives. One model to measure effectiveness of training that SBL follows has four steps-

1. **Response:** How did the participants respond to the training program?
2. **Learning:** To what extent the participants are learning and experience from the training?
3. **Behavior:** Did behavior transform as a result of the training?
4. **Results:** What benefits to the organization outcome from the training?

Employees answer all these questions in the Post Training Evaluation Form. But this process is applied to only mid & low-level employees not to those on the top level. Top level executives are evaluated through feedback generation via one to one communication or via email.

4.2.5 Development Process of Standard Bank Limited

SBL uses different development methods to improve the performance of the employees. Such as:

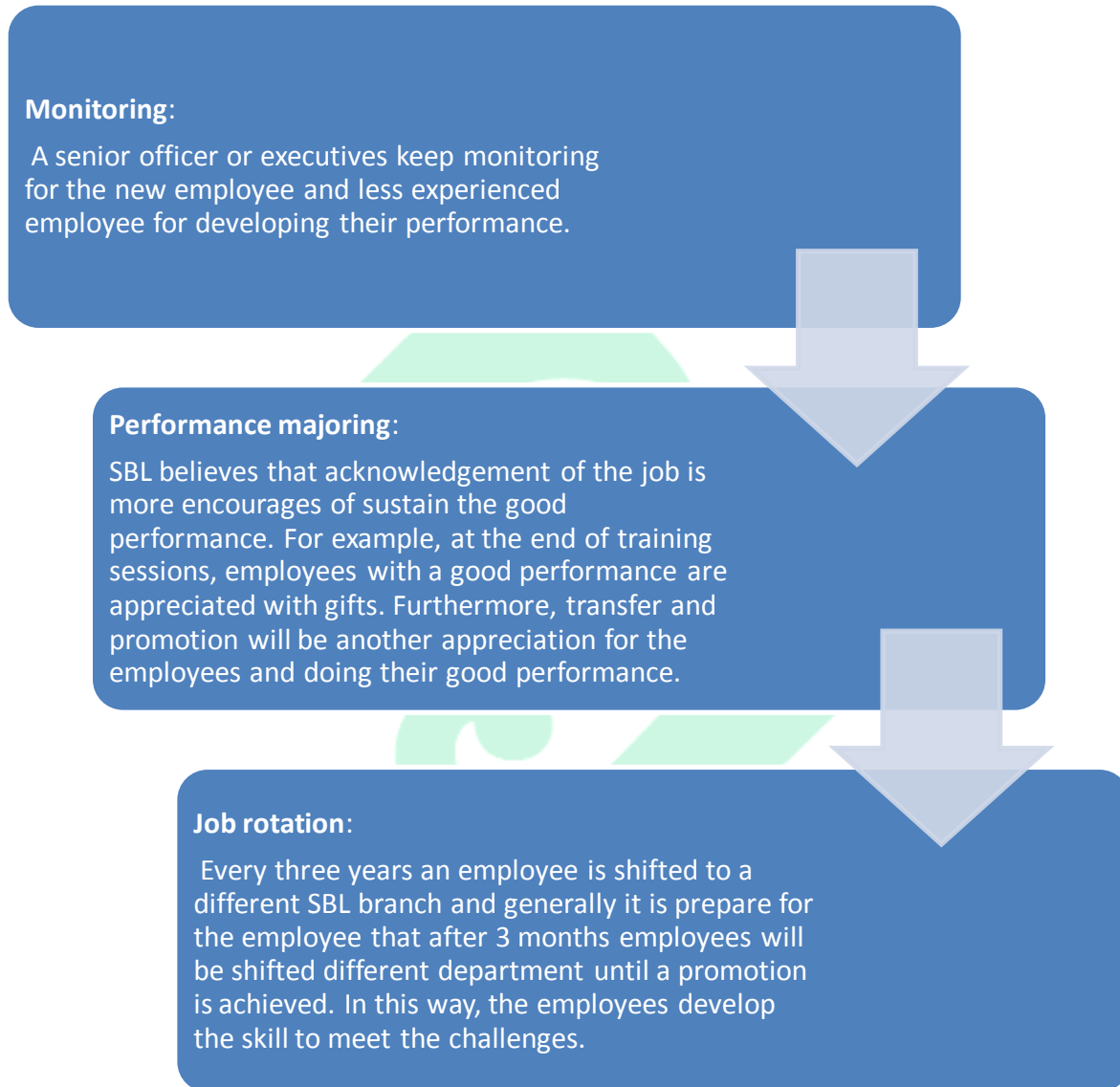


Fig4.2 Development process of SBL

Performance Appraisal of SBL



4.3.1 Performance appraisal of SBL:

Performance appraisal is a crucial part of one of HR work. Without measuring performance HR can't understand the employee working capability and their mistake. Through measuring the performance HR can make decision properly and if anything wrong they can take corrective measure. For measuring performance they follow some process. The processes are:

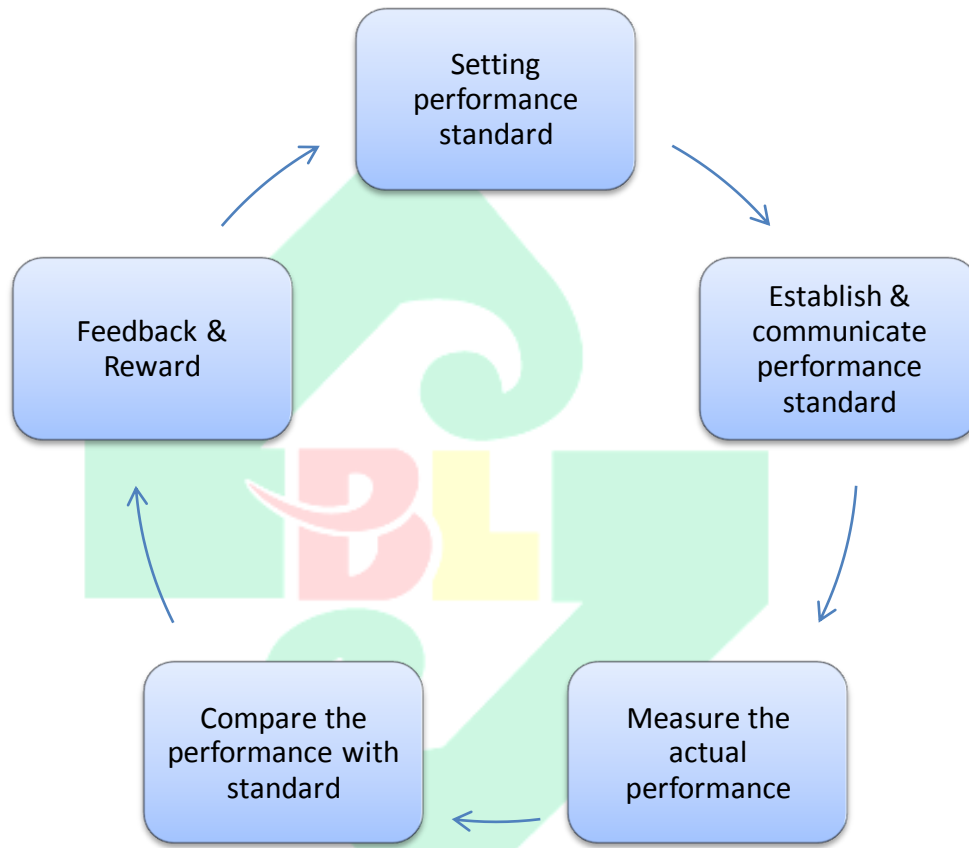


Fig 4.3 Performance appraisal process of SBL

- ❖ SBL follow this performance appraisal process. 1st they set a performance standard for their every employee according to their performance standard and their job duties. Because different people have different level of skill for their different work. So performance standard are also different for different people.

Setting Performance Standard (example)

Employee Name:	Position:
Reviewed Period:	Department:

Date:.....

Individual Goal:

Related To a Specific Library Goal:

KRA(key responsibility areas)	KPI(Key performance indicators)	Measurement (minimum)	Resource Needed	Time Frame

- ❖ What performance standard is set they communicate their employee about that for knowing them? Like, for an executive officer they need to open selective number of account.
- ❖ After that SBL measure employee's actual performance, like how many accounts one employee open in one year! Also what number of account is expected from that person?
- ❖ After viewing the actual performance HR people compare the actual and standard. They see how many accounts are open and what are expected to them.
- ❖ Finally HR gives feedback. Also if the person deserves then they give reward to them.

This happened SBL all the sectors and also for all the employees.

4.3.2 Performance appraisal method:

Traditional method	Modern method
1. Graphics rating scale methods 2. Paired comparison 3. Critical incidents 4. Force distribution method 5. Checklist method 6. Essay method 7. Group appraisal 8. Confidential method 9. Ranking method	1. Management by objective (MBO) 2. 360 degree method 3. Cost accounting method 4. Behaviorally Anchored Rating Scale (BARS)

Fig 4.4 Performance appraisal method on SBL

Standard Bank limited follows both traditional and modern method.

4.3.2.1 Graphics rating scale:

SBL follow this Graphical rating scale method, where these ratings scale formation of seven numerical scales. Dependability, output, attendance, attitude etc are job related performance. Each scale has 3 ranges excellent, good, poor SBL used this because it's use to use and their large number of employee they can evaluated this easily. Like,

Grade	Scale
Excellent performer	100 to 80
Good performer	79 to 60
Poor performer	X >59

Fig.5.3 Graphics rating scale example

4.3.2.2 Ranking Method:

It depends on the situation. Based on situation they choose their appraisal method. Some time they choose ranking method where they see employees choose merit from best to worst on expectation traits.

4.3.2.3 360 degree method:



In some situation SBL also try to follow the 360 degree method where all people all say their opinion. Upper level employee listen the decision of lower level employee, in this situation all people are connected with is other. And every people decision is important there. But SBL can't purely follow this, because it's difficult to lesson all people thinking.

4.3.2.4 Management by objective (MBO):

Standard Bank also follows MBO method for their manager level people. MBO is modern method. Modern thinking organizations follow this method.

- ❖ SBL here setting performance standard. Here SBL manager objective and work standard are be set. And see how much they achieve.
- ❖ In 2nd step compare the actual with their standard. Manger sees the gap between the actual and standard and why the gap happens. Where the problems happen and try to solve that.

- ❖ Here SBL employees also place new goal and strategies for goal that couldn't be archive in the prior year.
- ❖ Establish goal and desire outcomes for every subordinate.

4.3.3 SBL Performance Appraisal Reward/punishment:

4.3.3.1 Punishment:

Generally, SBL does not give any punishment to employees for their performance gap. If any employee makes any misconduct that time they give him punishment.

- ❖ For major misconduct punishment is dismiss, termination, removable, warning fine, stoppage of promotion from the job.
- ❖ For minor misconduct punishment is warning letter.

4.3.3.2 Rewards:

SBL follow 2 kinds of rewards to employees.

- ❖ Promotion
If any employee see their excellent work and fulfil of the job objective every year then that employee get promotion.
- ❖ Bonus
For little achievement they give bonus for motivation.

SBL HR Change management process



4.4 Change process of SBL:

Changing is important for every organization. For banking industry changing is so necessary because of fulfill their customer/client expectation. Banking is an industry where every people are changing so quickly. Through bank people not only transaction the money, bank represent our country to many different country. People are changing, their need are change so bank need to change their patter too.

SBL always try to welcome new thinking. But changes not happen overnight so before changing they get their employee ready for the change. After that they apply the changing method.

As per my understating, **Lewis model** of Change management process is followed at SBL:

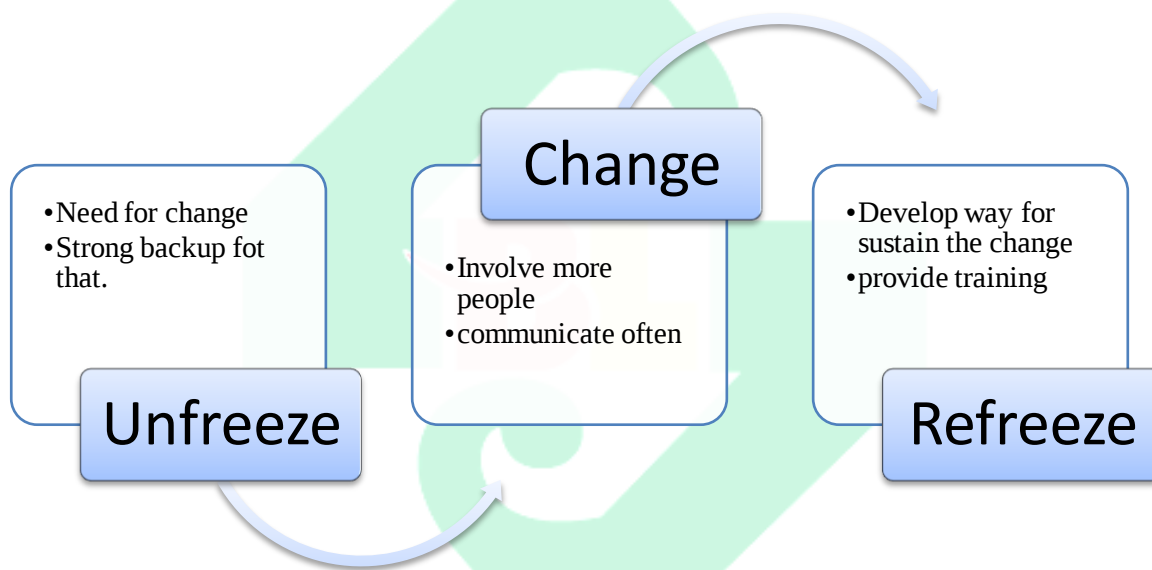


Fig 4.5 Change process of SBL

- ❖ Before change the situation is in unfreeze way. On that stage SBL realize change is necessary and they find out that change is necessary for them. And get keep a strong backup before the changing happen or any kind of bad consequence.
- ❖ In changing process HR people talk people more about their change. They try to involve more people in this process. And also when people communicate they understand more about the change. And importance about the changing.
- ❖ In refreeze way where everything is in monitoring process whether everything is happening in right way or not. If necessary give employee training about the changing method. Lastly successfully change.

Chapter 5- Conclusions &Recommendation



5.1 Conclusion:

Human resource is an organizational function. In organizations one person carry the position of HR. In big organization for managing the people there is a department of HR. HR charged for overall implementation strategies and policies related to the management of individual.

My whole internship report is based on HRM practices of Standard Bank. HR plays a big role in planning, employee training, and performance appraisal also in change management. Standard bank is a new generation growing bank. I feel very glad to do my internship on SBL. Employees of SBL are very friendly also cooperative. They help me so much for this report information. But the problem is the information regarding planning, training; change etc is so confidential meter so I can't get all information. With the limited information and subordinate help and talking with HR I made this report.

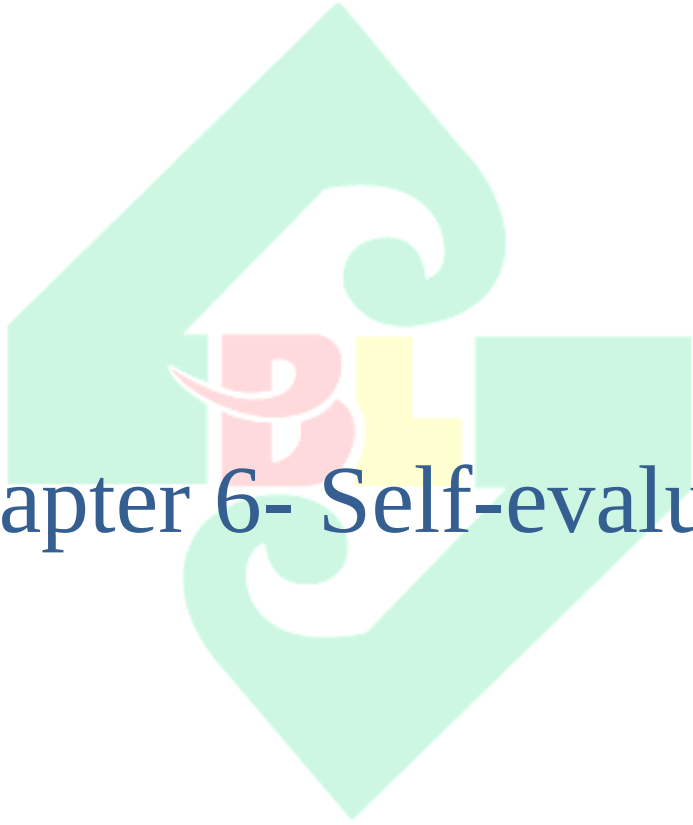
For planning SBL always preplan about their objective. And when doing the work they always see the gap between actual and standard for better. For training SBL have some fixed training program which all employee need to attain in different time. Also for performance based and new employee they have different training secession. In performance appraisal SBL have individual performance standard. According achieving standard they get promotion. In changing process SBL try to change according to their backup support and need of change.

So lastly I think the SBL HRM practices are well civilized for that they doing good in the market. And I can get huge knowledge from my internship program that would be helpful for my future jobs up to a great extent.

5.2 Recommendation of SBL:

Although some findings have been outlined throughout the report, some could not be highlighted due to confidentiality issues, here are some major findings and recommendation:

SL. No.	Recommendation	
1	Less training on integrity, ethical & moral values	More training should be arranged on the integrity, ethical & moral values of the employees as these values should remain in the heart of training activities so that stakeholders can keep their faith in the banking activities. Recent scandals such as Hallmark scandal, Crescent group scandal have shaken the trust of the people in the banking sector.
2	Less scope for job rotation for the employees although employees are being transferred between different branches	Most of the bank employees claim that they do the same type of task regularly, which demotivates them and creates job dissatisfaction. To remove this problem, scope for job rotation should be increased and employees should be given training to adapt to the job rotation.
3	Less scope for operational or lower level employees to raise their voices during the change management process.	Scope should be given to raise their voices even if negative feedback comes. The negative feedback should be documented, analyzed and acted on the outcome.



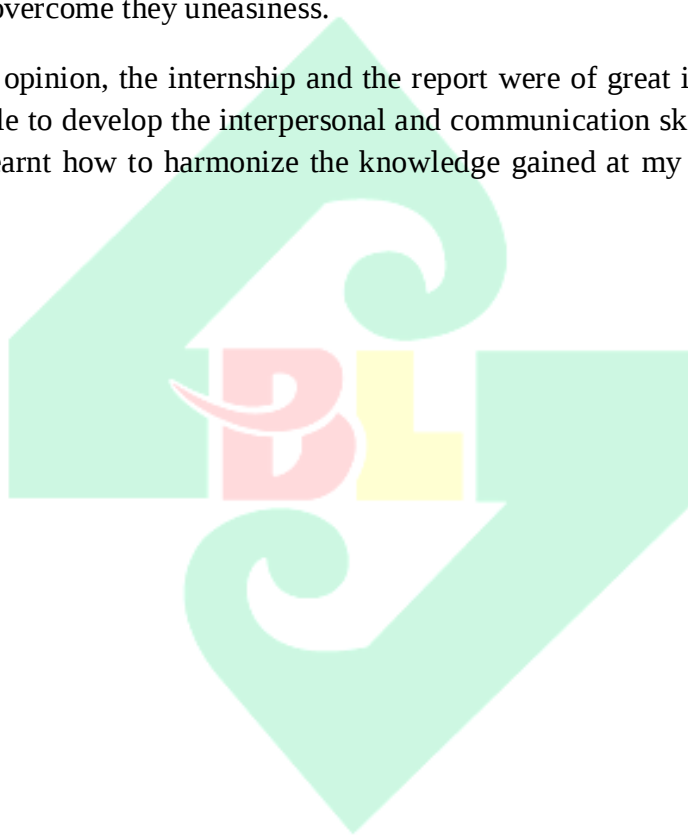
Chapter 6- Self-evaluation

6.1 Self Evaluation:

Throughout the desk work, information gathering, analyzing and report writing, I communicated and interacted with senior students, colleagues and other bankers who were very helpful to improve my communication skills. When I contacted all the persons, I tried to improve my interpersonal and communication skills as these are essential to succeed in the corporate sectors.

Throughout the meetings with the above people and during my work, I was a good listener and I used to note down the ideas, facts and figures. At first I was mumbling to ask questions though gradually I have overcome they uneasiness.

According to my opinion, the internship and the report were of great importance for me. It was vital and inevitable to develop the interpersonal and communication skills. Thought-out past few months, I have learnt how to harmonize the knowledge gained at my courses with the real life scenario.



Chapter 7- Appendix



Bibliography:

- ❖ *Employee development.* (n.d.). Retrieved from <https://sustainability.standardbank.com/documents/pdf/RTS-51.Employee-development-and-training.pdf>.
- ❖ Lam, S. S., & Schaubroeck, J. (1998). *ProQuest*. Retrieved from <https://search.proquest.com/openview/6c7e38f58bc0ac2e593ab6d9e36c0d97/1?pq-origsite=gscholar&cbl=32736>.
- ❖ *List of banks in Bangladesh.* (2019, September 22). Retrieved from https://en.wikipedia.org/wiki/List_of_banks_in_Bangladesh.
- ❖ *Personnel Management- BizMove.* (n.d.). Retrieved from <https://www.bizmove.com/personnel/m4d.htm>.
- ❖ (2017). *Standard Bank Annual Report* .
- ❖ *Standard bank homepage.* (2015). Retrieved from <https://www.standardbank.com/pages/StandardBankGroup/web/index.html>.

Questionnaires:

- 1) Recruitment source for SBL?
- 2) Planning process they follow?
- 3) For minimizing Gap what the contribution of HR?
- 4) Do you follow any training process for employee betterment? Which one and How to implement that?
- 5) For employee development what is your main concentration point?
- 6) Do SBL have their own training program center?
- 7) Which method of performance appraisal is implemented in this organization?
- 8) How your appraisers provide any feedback of the performance evaluation?
- 9) Do you suggest any alternative method or techniques that will be more effective than existing method or techniques?
- 10) For changing with new technology and different people what you do?
- 11) In the process of change are people take the change positively or negatively?
- 12) After change are employees happy with their changing working condition?
- 13) What are the measures for evaluating employee's performance?
- 14) After training do you differentiate the result between before and after?
- 15) If any planning is goes wrong what you do for that problem?